

ARI's Stakeholder Analysis

Findings, Issues, and Recommendations

Special Report 40
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U.S. Army Research Institute
for the Behavioral and Social Sciences

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ARI's Stakeholder Analysis

Special Report 40

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prepared by

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and
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for

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FOREWORD

ARI faces many challenges in maintaining the Army's Training, Leader Development, and Soldier (TLS) technology edge. When ARI was reduced by 50% in 1997, our focus was on ARI's most important asset, its people. ARI's programs and organizational structure became smaller but ARI remained largely intact. Following the downsizing, ARI needed to redesign its organizational, managerial, and business practices to more effectively meet the Army's future needs for TLS technology. We needed to ensure that: (1) our research is focused on the most important issues; (2) our research and operational products are useful and used by the Army; and (3) we are positioned in the right places, appropriately staffed and resourced, to meet the challenges of the 21st Century.

ARI conducted an organizational assessment in 1998. We assessed our internal and managerial strengths and weaknesses and developed plans to improve organizational effectiveness. With the internal transformation underway, we initiated a stakeholder analysis in 1999 to review what Army leaders, who use our products and who fund our research, think of ARI. The results of this analysis, a hard look at ARI's strengths and weaknesses as seen by senior Army leaders, are summarized in this document.

The stakeholder analysis provides the basis both for a newly chartered ARI Stakeholders Advisory Board chaired by the Deputy Chief of Staff for Personnel and for an action plan to transform ARI into an organization capable of extending our technology leadership in the 21st century. I thank all of the Army leaders who contributed to the Stakeholder Analysis. With your support, I am confident that ARI will continue to serve the Army well in this new century.

EDGAR M. JOHNSON
Director

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ARI's Stakeholder Analysis

Introduction

The U.S. Army Research Institute (ARI) contracted with Booz·Allen & Hamilton to conduct an analysis of key issues that define the relationship between ARI and its stakeholders. There were four objectives:

- Assess stakeholders' awareness of ARI's mission, roles, and capabilities
- Determine if ARI is providing the products and services needed by its stakeholders
- Evaluate stakeholders' satisfaction with ARI products and services
- Derive insights from the stakeholders to help ARI craft a proactive, long-term operational strategy.

This report summarizes the methodology, findings, and recommendations resulting from the stakeholder analysis. Results were used as the baseline to develop a charter and agenda for the ARI Stakeholders Advisory Board comprised of Army military and civilian leaders.

Methodology

The analysis was conducted by performing a series of interviews with military and civilian leaders from organizations important to ARI. These leaders were classified either as Resource Providers or as Customers. The operational definition of each group of respondents was:

- Customers: The organizations and agencies that request and utilize ARI products and services.
- Resource Providers: Organizations and activities exercising control or influence over ARI's priorities, budgets, and programs.

Seventy-seven key stakeholders were identified as possible respondents for interviews. Table 1 shows their distribution by organization and by classification as Resource Provider or Customer where X's may indicate multiple respondents. Interviews were conducted individually with stakeholders. Unfortunately, we were not able to interview all stakeholders due to schedule conflicts and the short duration of this effort. Appendix A shows a complete list of the stakeholders and notes the 32 who were interviewed. This was a representative sample of stakeholders based on the density and total size of each stakeholder community and on the consistency of trends.

Table 1

Organization	Resource Provider	Customer
Army National Guard Readiness Center		X
Assistant Secretary of the Army (ALT)	X	X
Deputy Assistant Secretary of the Army		X
Deputy Chief of Staff for Operations	X	X
Deputy Chief of Staff for Personnel	X	X
Deputy Undersecretary of Defense (S&T)	X	
JFK Special Warfare Center and School		X
Secretary of the Army		X
Simulation Training Instrumentation Command		X
U.S. Army Recruiting Command		X
U.S. Army Special Operations Command		X
U.S. Army Total Personnel Command	X	X
U.S. Army Training and Doctrine Command		X
U.S. Army Command and General Staff College		X

Findings

Eight critical issues guided interviews and data analyses. Those issues are shown below as part of a summary of the findings. A supporting set of questions for each issue and details of the results are contained in the Trends Matrix (Appendix B).

Analyses of the data were accomplished through three independent "looks" by Booz·Allen & Hamilton's contractor team. The respondents' comments were analyzed heuristically, quantitatively, and qualitatively. The qualitative assessment was accomplished through a rigorous examination and cataloging of trends, arranged by organization and by stakeholder group for each issue. The analysis of the data resulted in a number of solid trends being identified in both stakeholder groups.

Resource Provider Trends

Issue I - Do ARI products and services meet your needs?

- ARI products are not directly used by many resource provider organizations.

Issue II - Is ARI responsive?

- ARI should ensure that their capabilities are understood throughout all segments of the Army.
- ARI needs to provide more "quick response" products and services to meet immediate requirements.
- ARI should have more "forward presence" to better respond to customer needs.

Issue III - Is ARI cost effective?

- ARI should develop and apply metrics to ensure that the actual costs of products and services can be used to determine cost effectiveness and value added.
- ARI must evaluate the costs and benefits of outsourcing select products and services.
- ARI must demonstrate its cost effectiveness, based on the selected mix of internally and externally resourced products and services.

Issue IV - What are your expectations of ARI?

- ARI must prepare and present a compelling business case that provides definitive cost benefit advantages.
- ARI must become more attuned to the current core values and perceptions of soldiers in the Army and the potential recruit base and reflect these in their products and services.
- ARI should develop a set of metrics to gauge the "successes" of their products and services in meeting the challenges of the Army.

Issue V - What is your experience with ARI?

- ARI's core competency is social science research.
- ARI needs to be proactive in assessing the Army's recruiting, retention, and other human factors and manpower challenges.
- ARI must ensure that products and services meet user expectations and timelines.
- ARI should better market their products and services.

Issue VI - What are ARI's challenges? Army's challenges?

- ARI needs to prepare the Army for the next century in terms of technology, training, recruiting and retention, and digitization.
- ARI needs to increase the utility and applicability of their unique products, services, and databases.
- ARI needs to reengineer itself; reorganize with a field-oriented organizational structure, reevaluate and modernize research and operational techniques, and reinvigorate staff.
- ARI must provide Army leadership with an understanding of current demographics, core values, and learning styles of the target recruit base and existing force.

Issue VII - Additional issues?

- ARI needs to advertise its products and services.

Customer Trends

Issue I - Do ARI products and services meet your needs?

- ARI products and services are generally of excellent quality and meet organizational needs.
- ARI products are generally applicable to solving organization problems, but often need to be further refined for direct application.

- ARI is usually selected based on their unique capabilities in behavioral sciences and their reputation.
- ARI's best products include selection and assessment tools.

Issue II - Is ARI responsive?

- ARI field offices provide the most responsive support.
- ARI should provide products and services that are directly applicable to the user's challenges.
- ARI must provide a balance between long-term studies and "quick response" support.

Issue III - Is ARI cost effective?

- ARI should implement a budget, funding, and reimbursement system that provides better visibility of actual costs of products and services.
- ARI should examine the potential for outsourcing some facets of their data collection and analysis efforts, especially the actual conduct of studies.
- ARI provides full spectrum support, although there are other activities and agencies that can provide these services.

Issue IV - What are your expectations of ARI?

- ARI should be more proactive in marketing to the whole Army, not just selected organizations and agencies.
- ARI should focus on issues and challenges facing the Army in the future.
- ARI should be capable of providing quick response solutions to immediate, high impact, problems.

Issue V – What is your experience with ARI?

- ARI must gain currency in its knowledge and understanding of the values, perceptions, and motivations of the current soldier base and potential recruits.
- ARI should ensure that its products and service offerings are well understood by the Army as a whole.
- ARI should develop and apply metrics to gauge how well their recommendations and solutions meet the needs of the customer.

Issue VI - What are ARI's challenges? Army's challenges?

- ARI must become relevant, competitive, and market its products and services.
- ARI must address manning, morale, skill proficiency, force structure, recruiting, and retention challenges.
- ARI must become a key player in resolving diversity, organizational change, digitization, and training issues.

Issue VII – Additional issues?

- ARI should determine funding sources and budget levels needed to meet the Army's challenges.
- ARI should redefine and reengineer itself to respond to the changing Army.
- ARI should focus on its key strengths, behavioral science skills, expertise, and knowledge.

Recommendations

Based on the results of this stakeholder analysis, the team developed two recommendations for action by ARI. These recommendations are designed to overcome those perceptions by the stakeholder community that negatively impact ARI and to provide a set of objectives for the Stakeholders Advisory Board.

Recommendation 1. ARI must develop a solid business case and convince its stakeholders that it can:

- Provide cost effective and responsive support
- Meet the needs of the changing Army

Recommendation 2. ARI should develop and implement a Strategic Action Plan in conjunction with the Stakeholders Advisory Board to address both the specific findings and larger themes of the stakeholder analysis.

These recommendations will serve as the basis for development of a strategic plan by ARI leadership and its Stakeholders Advisory Board.

APPENDIX A

LIST OF NOMINATED STAKEHOLDERS

<u>Stakeholder</u>	<u>Title</u>	<u>Organization</u>	<u>Respondent</u>
BG Anders B Aadland	Director, Officer Personnel Management	U.S. Army Total Army Personnel Command	YES
Dr. A Michael Andrews	Deputy Assistant Secretary for Acquisition, Logistics, and Technology		YES
COL Wellsford V Barlow, Jr.	Project Manager, Combined Arms Tactical Trainer	Simulation Training and Instrumentation Command	YES
Dr. Robert K Bauer	Deputy Director, Directorate of Training and Doctrine Development	U.S. Army Armor Center and Fort Knox	YES
Mr. Mike Bauman	Director, U.S. Army TRADOC Analysis Center	U.S. Army Command & General Staff College	
MG Burwell B Bell, III	Commanding General	U.S. Army Armor Center and Fort Knox	
Mr. Vern Bettencourt	Technical Advisor	Office of the Deputy Chief of Staff for Operations & Plans	
COL William J Blankmyer	Commander, 1st Armor Training Brigade	U.S. Army Armor Center and Fort Knox	
BG(P) William L Bond	Commanding General	Simulation Training and Instrumentation Command	YES
BG Kenneth R Bowra	Commanding General	John F. Kennedy Special Warfare Center & School	
COL Mark Boyette	Assistant Commandant	John F. Kennedy Special Warfare Center & School	
COL Sean Byrne	Deputy Chief of Staff for Personnel	8th U.S. Army Total Personnel Command	
Mr.Keith Charles	Deputy Assistant Secretary for Plans, Programs & Policies	Office of the Assistant Secretary of the Army (ALT)	YES
BG Billy R Cooper	Deputy Commanding General	U.S. Army Recruiting Command (East)	
MG Joseph M Cosumano	Assistant Deputy Chief of Staff for Operations & Plans for Force Development		YES
BG Bantz J Craddock	Commander	Seventh Army Training Command	
LTC Donald A Craig	Chief, Leadership Development Office, Center for Army Leadership	U.S. Army Command & General Staff College	

NOMINATED STAKEHOLDERS

<u>Stakeholder</u>	<u>Title</u>	<u>Organization</u>	<u>Respondent</u>
LTC Jessie Crawford	Deputy Chief of Staff for Resource Management	U.S. Army Total Army Personnel Command	YES
COL(P) Robert L Decker	Director, Enlisted Personnel Management	U.S. Army Total Army Personnel Command	YES
Mr. Thomas J Edwards	Deputy Commander	U.S. Army Combined Arms Support Command	
LTG Larry R Ellis	Deputy Chief of Staff for Operations & Plans		
Dr. Delores Etter	Deputy Under Secretary of Defense for Science & Technology	Office of the Secretary of Defense	
COL Joseph F Fil, Jr.	Commander	Combat Maneuver Training Center	
COL Haywood S Florer	Chief of Staff	U.S. Army Special Operations Command	YES
Dr. Robert Foster	Director	Bio Systems	YES
BG Kathryn G Frost	Adjutant General / Commanding General	Physical Disability Agency	
MG Evan R Gaddis	Commanding General	U.S. Army Recruiting Command	YES
MG Thomas W Garrett	Commanding General	U.S. Army Total Army Personnel Command	
COL James B Godwin	Chief of Staff	Simulation Training and Instrumentation Command	
BG James J Grazioplene	Deputy Commanding General	U.S. Army Armor Center and Fort Knox	
BG Stanley E Green	Deputy Chief of Staff for Doctrine	U.S. Army Training and Doctrine Command	
COL Mike N Heimstra	Director, Center for Army Lessons Learned	U.S. Army Combined Arms Center	
Honorable Patrick T Henry	Assistant Secretary of the Army for Manpower and Reserve Affairs		YES
MG Patricia P Hickerson	Deputy Chief of Staff for Personnel	U.S. Army Europe & Seventh Army	

NOMINATED STAKEHOLDERS

<u>Stakeholder</u>	<u>Title</u>	<u>Organization</u>	<u>Respondent</u>
Mr. Walter Hollis	Deputy Under Secretary of the Army for Operations Research		YES
Dr. Robert Holz	Acting Director for Personnel Technologies	Office of the Deputy Chief of Staff for Personnel	YES
Dr. Robin Keesee	Director, Human Resources & Engineering	U.S. Army Research Laboratory	
MG Joseph K Kellogg, Jr.	Assistant Deputy Chief of Staff for Operations & Plans		
LTG Paul J Kern	Military Deputy / Director, Army Acquisition Corps	Office of the Assistant Secretary of the Army (ALT)	YES
COL Randall Krug	Chief, Training Division	Army National Guard Readiness Center	YES
COL Barbra Lee	Senior Military Assistant	Deputy Assistant Secretary for Military Personnel Management & EO Policy	YES
COL Mark R Lewis	Director, Plans Resources and Operations Directorate	Office of the Deputy Chief of Staff for Personnel	YES
BG(P) James J Lovelace, Jr.	Director of Training	Office of the Deputy Chief of Staff for Operations & Plans	YES
COL David E Maki	Assistant Commandant	John F. Kennedy Special Warfare Center & School	YES
MG Timothy J Maude	Assistant Deputy Chief of Staff for Personnel	Office of the Deputy Chief of Staff for Personnel	YES
Mr. John P McLaurin	Deputy Assistant Secretary of Army for Military Personnel Management & EO Policy		YES
Ms. Melinda McMillon-Darby	Deputy Chief of Staff for Personnel	U.S. Army Materiel Command	
BG Dee A McWilliams	Director of Military Personnel Management	Office of the Deputy Chief of Staff for Personnel	YES
MG John G Meyer, Jr.	Chief of Public Affairs	Office of the Secretary of the Army	

NOMINATED STAKEHOLDERS

<u>Stakeholder</u>	<u>Title</u>	<u>Organization</u>	<u>Respondent</u>
MG Geoffrey D Miller	Deputy Chief of Staff for Personnel & Installation Management	U.S. Army Forces Command	
COL Jon H Moilanen	Director, School for Command Preparation	U.S. Army Command & General Staff College	YES
Mr. Walter F. Morrison	Director of Laboratory Management	Office of the Assistant Secretary of the Army (ALT)	YES
COL Marven M Nickles	Director, Combined Arms & Staff Service School	U.S. Army Command & General Staff College	
LTG David H Ohle	Deputy Chief of Staff for Personnel		
COL Gregory H Parlier	Director, Program Analysis & Evaluation	U.S. Army Recruiting Command	YES
Ms. Renata F Price	Assistant Deputy Chief of Staff	U.S. Army Materiel Command	
Mr. Allan M Resnick	Assistant Deputy Chief of Staff for Combat Development	U.S. Army Training and Doctrine Command	
COL G Patrick Ritter	Commander	4th Brigade 85th Division (Training Support)	YES
COL Christopher H Sargent	Director, Center for Army Leadership	U.S. Army Command & General Staff College	
Mr. Robert E Seger	Assistant Deputy Chief of Staff for Training	U.S. Army Training and Doctrine Command	
Mr. James M Skurka	Deputy Commander	Simulation Training and Instrumentation Command	
COL Mathew L Smith	Director, Directorate of Training and Doctrine Development	U.S. Army Armor Center and Fort Knox	
MG James R Snider	Program Executive Officer, Aviation	U.S. Army Materiel Command	
COL Charles B Soby	Director, Center for Army Tactics	U.S. Army Command & General Staff College	
COL Jeffrey L Spara	Chief, Enlisted Accessions Division	Office of the Deputy Chief of Staff for Personnel	YES
LTG William M Steele	Commanding General	U.S. Army Combined Arms Center	

NOMINATED STAKEHOLDERS

<u>Stakeholder</u>	<u>Title</u>	<u>Organization</u>	<u>Respondent</u>
SGM Larry L Strickland	Sergeant Major	Office of the Deputy Chief of Staff for Personnel	YES
LTG(R) Theodore G Stroup	Vice President, Education	Association the United States Army	
MG John B Sylvester	Deputy Chief of Staff for Training	U.S. Army Training and Doctrine Command	
LTG William T Tangney	Commanding General	U.S. Army Special Operations Command	YES
COL Douglas L Tystad	Dean of Academics	U.S. Army Command & General Staff College	
BG William G Webster, Jr.	Commanding General	National Training Center and Fort Irwin	
COL John S Westwood	Chief Leadership Division	Office of the Deputy Chief of Staff for Personnel	YES
Dr. Robert W Whalin	Director	U.S. Army Research Laboratory	
BG Robert Wilson	Deputy Commanding General	U.S. Army Recruiting Command (West)	
BG John R Wood	Deputy Commandant	U.S. Army Command & General Staff College	
MG Daniel R Zanini	Deputy Chief of Staff for Combat Developments	U.S. Army Training and Doctrine Command	YES

APPENDIX B

STAKEHOLDER TRENDS MATRIX

Issue	Resource Providers	Customers
Issue I - Do ARI products and services meet your needs? <ol style="list-style-type: none"> 1. What ARI products or services has your organization used? 2. What problems or challenges prompted you to choose ARI for support? 3. How did the ARI products or services produced provide solutions? 4. How did you use the ARI products or services to implement a solution to your problem? 	<ol style="list-style-type: none"> 1. ARI products are not directly used by many resource provider organizations. 	<ol style="list-style-type: none"> 1. ARI products and services are generally of excellent quality and meet organizational needs. 2. ARI products are generally applicable to solving organization problems, but often need to be further refined for direct application. 3. ARI is usually selected based on their unique capabilities in behavioral sciences and their reputation. 4. ARI's best products include selection and assessment tools, both classified and unclassified.
Issue II - Is ARI responsive? <ol style="list-style-type: none"> 1. From the time you initiated your request, how long did it take ARI to begin working on your task? 2. Were the products or services delivered in time to be of use in solving your problem? If not, please explain. 	<ol style="list-style-type: none"> 1. ARI should ensure that their capabilities are understood throughout all segments of the Army. 2. ARI needs to provide more "quick response" products and services to meet immediate requirements. 3. ARI should have more "forward presence" to better respond to customer needs. 	<ol style="list-style-type: none"> 1. ARI field offices provide the most responsive support. 2. ARI should provide products and services that are directly applicable to the user's challenges. 3. ARI must provide a balance between long-term studies and "quick response" support.
Issue III - Is ARI cost effective? <ol style="list-style-type: none"> 1. How were the ARI products or services paid for? By you, others, or ARI? 2. How appropriate were ARI's costs, considering the scope and complexity of the project? 3. Could others have provided the same products or services at a lower cost? If so, who? 4. What other organizations are capable of providing this same support? 	<ol style="list-style-type: none"> 1. ARI should develop and apply metrics to ensure that the actual costs of products and services can be used to determine cost effectiveness and value added. 2. ARI must evaluate the costs and benefits of outsourcing select products and services. 3. ARI must demonstrate its cost effectiveness, based on the selected mix of internally and externally resourced products and services. 	<ol style="list-style-type: none"> 1. ARI should implement a budget, funding, and reimbursement system that provides better visibility of actual costs of products and services. 2. ARI should examine the potential for outsourcing some facets of their data collection and analysis efforts, especially the actual conduct of studies. 3. ARI provides full spectrum support, although there are other activities and agencies that can provide these services.

Issue	Resource Providers	Customers
Issue IV - What are your expectations of ARI? 1. What products and services should ARI provide? 2. What products or service offerings should ARI emphasize? 3. From your perspective, how quickly should ARI respond to requests for assistance and deliver products and services? 4. How should ARI products and services be funded? 5. What reimbursement or payment vehicles should be available to users?	1. ARI must prepare and present a compelling business case that provides definitive cost benefit advantages. 2. ARI must become more attuned to the current core values and perceptions of soldiers in the Army and the potential recruit base and reflect these in their products and services. 3. ARI should develop a set of metrics to gauge the "successes" of their products and services in meeting the challenges of the Army.	1. ARI should be more proactive in marketing to the whole Army, not just selected organizations and agencies. 2. ARI should focus on issues and challenges facing the Army in the future. 3. ARI should be capable of providing quick response solutions to immediate, high impact, problems.
Issue V - What is your experience with ARI? 1. How well did ARI meet your needs and expectations? 2. What problems were experienced with ARI support? 3. What impact did the ARI products or services have on your organization? 4. How timely, cost effective, and suitable were the ARI products?	1. ARI's core competency is social science research. 2. ARI needs to be proactive in assessing the Army's recruiting, retention, and other human factors and manpower challenges. 3. ARI must ensure that products and services meet user expectations and timelines. 4. ARI should better market their products and services.	1. ARI must gain currency in its knowledge and understanding of the values, perceptions, and motivations of the current soldier base and potential recruits. 2. ARI should ensure that its products and service offerings are well understood by the Army as a whole. 3. ARI should develop and apply metrics to gauge how well their recommendations and solutions meet the needs of the customer.

Issue	Resource Providers	Customers
Issue VI - What are ARI's challenges? Army's challenges? <ol style="list-style-type: none"> What are the challenges before ARI? What challenges does your organization face in the next century? 	<ol style="list-style-type: none"> ARI needs to prepare the Army for the next century in terms of technology, training, recruiting and retention, and digitization. ARI needs to increase the utility and applicability of their unique products, services, and databases. ARI needs to reengineer itself; reorganize with a field-oriented organizational structure, reevaluate and modernize research and operational techniques, and reinvigorate staff. ARI must provide Army leadership with an understanding of current demographics, core values, and learning styles of the target recruit base and existing force. 	<ol style="list-style-type: none"> ARI must become relevant, competitive, and market its products and services. ARI must address manning, morale, skill proficiency, force structure, recruiting, and retention challenges. ARI must become a key player in resolving diversity, organizational change, digitization, and training issues.
Issue VII – Additional issues? <ol style="list-style-type: none"> What additional issues you would like to have included in this survey? 	<ol style="list-style-type: none"> ARI needs to advertise its products and services. 	<ol style="list-style-type: none"> ARI should determine funding sources and budget levels needed to meet the Army's challenges. ARI should redefine and reengineer itself to respond to the changing Army. ARI should focus on its key strengths, behavioral science skills, expertise, and knowledge.

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